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INTERNATIONAL MARKETING PLAN OF INTERNATIONAL SIBELIUS FESTIVAL
2015

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The purpose of this research was to help prepare an international marketing plan for Lahti Symphony Orchestra's International Sibelius Festival 2015. To achieve this, the research examines marketing of events and marketing planning reflecting it to classical music festivals.

The research objective was to gain knowledge from marketing of classical music festivals, and based on that, to create priming international marketing plan for Lahti Symphony Orchestra's International Sibelius Festival 2015.

In order to do that this research used qualitative research methods. The study questions were how to market events, how to produce a marketing plan, and how to implement this all to the international markets. Information was gained from books of event marketing and by working for the Lahti Symphony Orchestra.

From the research it became clear that the international marketing plan of International Sibelius Festival 2015 should be niche marketing through product related variables, and the focus should be on relationship management.

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Sisällysluettelo

1. INTRODUCTION.....	6
1.1. Research and Development Problem	7
1.2. Research and Development Objectives	7
1.3. Research and Development Question	8
1.4. Methodology and methods	8
2. MARKETING OF EVENTS	10
2.1. Meaning of Events	10
2.2. Event Consumers Behaviour	12
2.3. Competitive Marketing	14
2.4. Product-Related Variables.....	14
2.5. Event Tourism and Elderly	15
2.6. Customer- and Product Orientation.....	16
2.7. Marketing Communications of Events	16
2.8. Unique Selling Point	18
3. PLANNING PROCESS.....	19
3.1. Marketing Plan.....	21
3.1.1. Analysis	23
3.1.2. Planning	24
3.1.3. Implementation and Control.....	25
3.1.4. Comparison of Different Marketing Plan Models	26
3.1.5. International Marketing Plan Model	27
3.1.6. Event Marketing Mix.....	28
4. INTERNATIONAL MARKETING PLAN OF INTERNATIONAL SIBELIUS FESTIVAL 2015	32
4.1. Analysis	33
4.2. Goals and Objectives	38
4.3. Segmentation, Targeting and Positioning	39
4.4. Expectations	39
4.5. Marketing Strategy	40
4.6. 8 P's of Marketing Communication.....	42
4.7. Forecast	45
4.8. Control.....	46
5. CONCLUTIONS	47

5.1. Summary of main findings	47
5.2. Usefulness of the Research for the Commissioner	48
5.3. Self-evaluation and suggestions for the Future Research and Development	48
REFERENCE LIST:.....	49

1. INTRODUCTION

Lahti Symphony Orchestra is a city owned organization providing classical music concerts in Lahti, Finland. Lahti Symphony Orchestra makes an average of 35 concerts per year in Lahti in its home concert hall, Sibelius Hall, which is named after Finnish national composer Jean Sibelius. Lahti Symphony Orchestra makes an average of 10 concert visits in other cities of Finland, and the orchestra has also performed in Japan, United Kingdom, United States of America, Netherlands, France, Germany, China, Spain, Belgium, Russia, Austria, Poland and Brazil (Lahti Symphony Orchestra, n.d. a). Lahti Symphony Orchestra has award winning recordings and it works closely with its partners on Finnish cultural development. Lahti Symphony Orchestra also arranges a yearly International Sibelius Festival in Lahti, Finland.

Since the year 2000 Lahti Symphony Orchestra has arranged its annual International Sibelius Festival to honour to a Finnish national composer Jean Sibelius (1865-1957). Lahti Symphony Orchestra's (n.d. b). International Sibelius festival's purpose is to keep the musical heritage of Sibelius alive and promote the Finnish classical music know-how. The annual International Sibelius Festival has been always four days long small but a high-quality festival. The festival is located in Lahti City, which is a lakeside city of culture, design and sports with great transportation connections from the capital Helsinki and from the airport. The festival includes only music of Sibelius and it could be compared to the Wagner festival in Bayreuth. The Lahti Symphony Orchestra offers usually around 3300 tickets for the whole festival. The highest percentage of tickets sold to international audience in any year has been 20 per cent. International Sibelius Festival has interest international press and in year 2003 an Austrian newspaper Die Presse named International Sibelius Festival to be the most important in its own genre. Lahti Symphony Orchestra created this festival to lovers of composing's of Jean Sibelius, and it offers every year to its audience different approach to the music of Sibelius. (Lahti Symphony Orchestra, n.d. b).

The Lahti Symphony Orchestra's 16th International Sibelius Festival will be hold in 31.08.-06.09.2015 which is also a jubilee year of Jean Sibelius since it has been 150 years from the birth of Jean Sibelius in that year. (The Sibelius Birthtown Foundation, 2013). Due to the jubilee year of Sibelius, The Lahti Symphony Orchestra will extend the annual four day

festival with three days which makes it a week-long festival with a much more potential internationally.

Over all the International Sibelius Festival 2015 will be much bigger event than before which is the reason it needs more attention from Lahti Symphony Orchestra's marketing department. The General Manager of Lahti Symphony Orchestra has recognized International Sibelius Festival 2015 to be an opportunity to expand international markets and gain more awareness to the brand. Author of this work has worked for the commissioner several times and has in-depth-insight to the annual International Sibelius Festival. The author agrees to the international potential of International Sibelius Festival 2015, and wanted to participate to the process by providing this research.

1.1. Research and Development Problem

The purpose of this thesis is to produce valuable information about marketing of events to Lahti Symphony Orchestra's marketing department by examining written literature about marketing of events. Through identifying basic characteristics of marketing events and applying them to event tourism it is hoped to identify more effective marketing techniques for Lahti Symphony Orchestra's international marketing activities.

Marketing department of Lahti Symphony Orchestra consists mainly of two persons. Therefore some extra help is needed. It is important to find a way for Lahti Symphony Orchestra to market International Sibelius Festival effectively to their international markets. It is important to create a simple and clear plan that two people can easily control.

1.2. Research and Development Objectives

The objective of this thesis is to identify basics of marketing events, and through that to create a base for international marketing plan for International Sibelius Festival. The research is to give a valuable insight to the subject and reinforce the international thinking

of Lahti Symphony Orchestra. This thesis research supports the planning process of International Sibelius Festival 2015.

This research also supports the Lahti City strategies for international recognition and prime the existence of financial support of Lahti Symphony Orchestra as it has in its International Sibelius Festival created a lot of positive city image nationally and internationally during its existence.

1.3. Research and Development Question

The research objective was to gain knowledge from marketing of events, and based on that knowledge, to create priming international marketing plan for Lahti Symphony Orchestra's International Sibelius Festival 2015. To be able to do that the research needed to answer several questions: What do events mean to the customer? What makes marketing of events unique? How to attract tourists? How to prepare a marketing plan? How to apply this all to international marketing of International Sibelius Festival 2015's international markets?

1.4. Methodology and methods

There are two different research methodologies which are quantitative research methodology and qualitative research methodology. The differences in them are the objectives of the research, form of the research, the emphasis of the research and the type of the research problem. Quantitative methodology pressures more measurement and qualitative research does not, even some of the qualitative data could be quantified. (Ghauri & Grønhaug, 2010). This research uses qualitative methodology because it offers more flexibility, which is needed when the research problem deals with a festival to be held after two years. Qualitative research methodology is more suitable for this research because the key purpose of is to find only the information that influences on Lahti Symphony Orchestra. (Ghauri & Grønhaug, 2010). As a technique to research information this research used observation, interviews, conversations, selection of books, online sources,

and commissioner's data. Primary data means that data which is gathered to the purpose of the research problem searched at that moment (Ghauri & Grønhaug, 2010). Primary data used in this research came from author's personal working experience, conversations between the commissioner and the author, interviews with the general manager of the Lahti Symphony Orchestra and chairman of the United Kingdom Sibelius Society. Secondary data means that data which is gathered by someone else to their own research problem. (Ghauri & Grønhaug, 2010). Secondary data used in this research came from marketing books, brochures, company reports and research reports. The author has participated to the earlier years International Sibelius Festival's which why also observation technique has been used. The author has also gathered some of the information from the commissioner's data and made conclusions from it.

The International Sibelius Festival 2015 will be hold after two years this research was made, which reason during the research some important decisions that would have been needed to prepare a complete marketing plan, had not been made. Some of the information is based on experience, as there is not a research data behind it.

2. MARKETING OF EVENTS

To fully understand the marketing of events it is needed to examine meaning of events, event consumers' behaviour, competitiveness and tourism factors of events, and what makes marketing events unique. These all applied to International Sibelius Festival 2015 will help in forming of effective marketing plan.

2.1. Meaning of Events

Event studies were created to gain knowledge about programmed events. Experience and meaning of events is the main aspect of how to look at them. (Getz 2007, 2). The importance of experience is vital to event studies as everything around events is usually built from the point of view of customer's experience. For that reason Preston (2012, xii) points out that events are a people business. This idea pressures the central role of customer and stakeholders. Events are built to bring people together to share an experience whether they were customers or stakeholders (Preston 2012, xiv). Many event studies researchers like (Allen, O'Toole, Harris & McDonnell, 2008; Hoyle, 2002; Shone & Parry, 2004) agree on Preston's (2012) and Getz's (2007) point of view's that the most important factors around events are the event experience and people. Event planning includes many components what for it is good to take a look at five domains and related units of event management which are called Event Management Body of Knowledge Domain Structure, also known as EMBOK. This Domain structure is presented in table 1. Domain units of EMBOK are administration, design, marketing, operations and risk. This research will be focused on the marketing domain and more specifically it concentrates on Marketing Plan Management, which is one of the related units of Marketing. (Silvers, Bowdin, O'Toole & Nelson 2006, 24).

Table 1 Event Management Knowledge Domain Structure (e.g. Silvers, updated 29 September 2013).

Event Management Knowledge Domains				
Administration	Design	Marketing	Operations	Risk
Financial	Catering	Marketing plan	Attendees	Compliance
Human	Content	Materials	Communications	Emergency
resources	Entertainment	Merchandize	Infrastructure	Health and
Information	Environment	Promotion	Logistics	Safety
Procurement	Production	Public relations	Participants	Insurance
Stakeholders	Programme	Sales	Site	Legal and ethics
Systems	Theme	Sponsorship	Technical	Decision
Time				analysis
				Security

To understand marketing of events it is important to know what an event means and what it includes. Shone and Parry (2004, 3) defines event as non-routine occasion that includes cultural, personal, organizational and leisure related objectives to gather people together. Getz (2007, 3) also agrees that event is experience related to culture, social or leisure happening outside the everyday life. Shone and Barry (2004, 4) categorize special events in to a four categories which are leisure events (leisure and sports), cultural events (heritage and ceremonial), organizational events (charitable and political) and personal events (weddings and birthdays). Getz (2007, 30-46) instead has parcel out event into 19 smaller categories. The categories are; cultural celebration, festival, carnival, heritage commemoration, parades and processions, political and state events, art and entertainment, performing arts, literature, visual arts, business and trade events, meeting and conventions, exhibitions, fairs, world's fair, education and scientific events, sport events, recreational events, private events and protest events (Getz 2007, 30-46).

Among these 19 smaller categories, International Sibelius Festival can be considered belonging to four of them, which are: Festival, Arts and Entertainment, performing arts and heritage commemoration. It is helpful to look at these categories closer to gain an understanding what kind of an event International Sibelius Festival is because the

characteristics of the event should be shown clearly when the event is marketed to the customers.

According to Getz (2007, 31) definition of festival International Sibelius Festival is considered to be a festival as it matches on festival characteristics like themed celebration of a notable person, single genre and series of performances. As much as International Sibelius festival as an event is a festival, it can also be included to Arts and Entertainment event as mentioned earlier. Arts and entertainment events include music concerts which are the core experience in International Sibelius Festival. According to Getz (2007, 30-46) International Sibelius Festival could also be categorized under performing arts events which usually include symphonies and live performances. Heritage commemoration instead refers to a celebration of a legacy of a special person, and because International Sibelius Festival is celebration of Jean Sibelius, it can be considered under this category as well.

2.2. Event Consumers Behaviour

Jean Sibelius is a Finnish national composer but it does not necessary mean that the festival is intent to be only for Finnish people. Getz (2007, 37) emphasis this idea by writing that there is no need to think about cultural connection of entertainment because it is passive, and that for everyone can enjoy it. However, it is important to understand all event consumers' buying behaviour. For this reason it is needed to answer two questions. These questions are: why people participate on events and what events mean for consumers in nowadays world.

Entertainment is accessible in many forms but people still participate on events because of their social and cultural aspect (Preston 2012, 138-141). Preston (2012, 138) highlights that festivals are a very social action as they provide customers shared experience, social interaction and feeling of togetherness. Preston (2012, 141) offers an idea why the twenty-first century event is still important even entertainment is accessible almost anywhere with a lot smaller effort. The key to Preston's idea is experience. Experiencing entertainment has radically changed through new technology but this new type of home entertainment Preston (2012, 141) considers as second-hand/secondary experience. Preston (2012, 141) writes

that first-hand/primary experience still is an actual life show shared with others. Preston (2012, 141) supplement that first-hand/primary event can be also experienced second-hand/secondary via technology because modern consumers likes to share their experience to others on social media. (Preston 2012, 138-141).

Social media marketing has increased enormously in last years but priority of the users is under forty year olds women (Preston 2012, 159). This not exactly fit to the Lahti Symphony Orchestra's target groups' age scale, but Hutchison (2013, 214) writes that middle-aged and older people also keep connected with their hobbies in social media but a little less. Hutchison (2013, 229) makes a clear point by saying that social media works much better as an ongoing process than a campaign. It simply means that without being the entire time active on social networks the promotional campaigns does not affect as well as they would with a fulltime participation online. Social networking increases the brand appearances abroad but without full time commitment to international markets the campaigning in there does not have a significant affect.

Preston (2012, 138) also pressures that festivals are highly connected to idea of a community and identity. This feeling of togetherness makes people to participate in the festival of their interest. This idea is crucial to understand so that it can be applied to the Lahti Symphony Orchestra's international marketing activities. According to this information it would be beneficial for the Lahti Symphony Orchestra to highlight social interaction, togetherness and community in their international marketing activities.

Now that we understand consumers' reasons to attend to events it is important to look at what type of marketing activities is needed to get them participate to the International Sibelius Festival 2015. Before that, it is important, however, to point out that marketing events and event marketing are two different things. Events can be marketed by themselves as a happening or they can be used as a marketing strategy to promote certain brand, because events may have a good audience to the marketed brand and events can give that brand additional edge or appeal (Preston 2012, 4-6). This research concentrates on marketing events by themselves as a happening. Because Lahti Symphony Orchestra is marketing their own festival and not going to someone else's festival to promote their brand. However it can be noted that International Sibelius festival does also create additional value to the Lahti Symphony Orchestra's brand.

2.3. Competitive Marketing

Marketing activities of events should be built around customer and stakeholder relationships to be able to compete against other events (Getz 2007, 304). Preston (2012, 58) sees that marketing should be a starting point of creating an event as it is essential to know what the customer wants and how they want to experience it. Preston (2012, 58) states that marketing events is satisfying customer at a profit or at an agreed level of income that covers the costs if the event is not profit oriented. Regardless of that, it is many times recognized that events are not always purely financial even profitability is important factor (Preston 2012, 17). For these reasons, the international marketing of International Sibelius Festival should concentrate on relationship marketing. Nationally the Lahti Symphony Orchestra has wide and good collection of valuable partners, sponsor and other stakeholder relationships in Finland. One of their organizations strengths is relationship management which reason it should be applied to the international marketing as well.

In other way than with relationship management the competitive advantage can be reached by uniqueness. Getz (2005, 320) says that the first step is to strive for uniqueness when attracting tourist to travel for an event. Uniqueness can be achieved in many ways but the theme would be probably the most obvious the start from. Theme is the simplest way of differentiation. Getz (2005, 324) describes that people with a special interest towards the event theme, such as music club members, are most likely to participate. For this reason The Lahti Symphony Orchestra's international marketing plan should target the music club members like Sibelius Societies or people who participate on Arts in Residence tours. Getz (20005, 321) writes that theme tells the benefits of the event to the potential audience in its simplest way even though theme can be expressed also in logo, design and activities.

2.4. Product-Related Variables

As mentioned earlier the feeling of identity and community makes people to participate festivals. This reason the people interested from the same theme are likely to be part of the

same club and read the same magazines which reason the marketing plan of International Sibelius Festival should consider product-related variables. This way the marketing campaign abroad can be focused on those communication channels to maximize the effectiveness. (Getz 2005, 319).

There are many classical music listeners in a whole world but those whom are interested specifically from music of Sibelius are a much more specific group. This reason the international marketing plan of International Sibelius Festival should be focused niche marketing. To reach the specific group of people in another country it is useful to target wholesalers whom then do their own marketing to reach the right people (Getz 2005, 319). The appeal of wholesalers to tourist are the trust and the package deals where tickets, accommodation, and travel expenses are all included making the purchase more effortless (Getz 2005, 321). Package deals often include also a long-stay discounts which is favourable for the tourist (Getz 2005, 321).

2.5. Event Tourism and Elderly

It is normally expected that summer time is the busiest festival and travel season but Getz (2005, 318) writes that older people seems to rather travel on autumn or spring. This is good from the International Sibelius Festival's point of view as the target audience is usually elderly and the festival is arranged on autumn. International Sibelius Festival has annually attracted international customers easily without need of marketing department's effort, and because of the natural success of the event there is no data or research made from the international markets of International Sibelius Festival. This reason it is important to take a look of the regular psychographics-based tourist segmentation.

Psychographics-based tourist segments are: adventuresomeness, pleasure seeking, impulsivity, self-confidence, planfulness, masculinity, intellectualism, and people orientation (Getz 2005, 317). From these options the potential international Sibelius festival visitors are more likely to be planfulness, intellectualism and people orientated type. Visitors are linked with planfulness because older people usually want readymade package deals to feel more secure in a foreign country. They are also most likely to be linked with intellectualism type because they are here to experience cultural performances. People

orientated type is mostly because the classical music festival chatters together people whom are interested from the same topic. These characteristics are important to consider when planning the marketing of International Sibelius Festival to the target market.

2.6. Customer- and Product Orientation

Marketing events can be either customer- or product oriented. Customer orientation means that the event is made for a certain customer group and their needs. Product orientation means that the piece of art performed has value regardless of the demand. Product orientation is normally used when the organization providing the event has to convince sponsors. Also some of the events are only arranged to serve the government which reason they often only need to do relationship management instead of regular marketing activities. (Getz 2007, 279).

Lahti Symphony Orchestra is sponsored by the city of Lahti and the government, and its purpose is to provide services to the citizen of Lahti. The value of the pieces performed may not always be clear to the citizen, and for these reasons the Lahti Symphony Orchestra can be seen as product orientated. That for relationship management is even more important to them so that they will reach the people whom value the piece of arts performed.

2.7. Marketing Communications of Events

To make the event appeal to the customers whom would value the music of Jean Sibelius it is important to look at marketing communications. Basic ideas of marketing communication will help to form a base for a marketing plan. The basics of marketing events communication includes Hoyle's (2002, 33) five W's of event marketing, which also Preston (2012, 67-71) agrees on. Five W's of event marketing can help marketing team to define if their event is feasible, viable and sustainable (Preston 2012, 67-71). Five W's work as a foundation to marketing communication and answers to questions why, who, when, where and what (Hoyle 2002, 33). Hoyle (2002, 33-41) states that when standard procedure includes name of the event, organization's logo, dates and location the five W's

fulfils the message by telling why the potential customer should come, who the main target market is, when, where and what happens. Hoyle (2002, 33-41) argues that the five W's should never be forgotten in any kind of communication whether it was conversation, email marketing, advertisement, procedure or press releases. Hoyle (2002, 2-3) also mentions three E's of event marketing which are entertainment, excitement and enterprise. With these three elements he means that event needs to have; entertainment that is not accessible in anywhere else, exciting element that makes an event memorable, and enterprise that is willing to offer something new to their target market (Hoyle 2002, 2-3). This idea does not always work because of the new technology but the idea could be expressed better in one word which is uniqueness. Preston (2012, 143) sees festival marketing through competition which is a reason he pressures that festival marketing must be unique. This way of thinking uniqueness drives Preston's (2012, 141-148) fundamentals of marketing away from three E's to rather be location, competition, weather, cost, entertainment and media. From these aspects he considers strongly differentiation. Preston pressures that all of these aspects needs to stand out from the competition (Preston 2012, 141-148).

Allen, O'Toole, Harris and McDonnell (2008, 287-289) mention Porter's four elements of competitive analysis. These four elements are supplier power, customers' power, new entrants' power and substitute power. The festival suppliers are artist, venue and physical resources. Highly talented artists usually have the power to decide their price and the conditions which reason it is required for festival organization to keep good relations with not only to the artist but also to the venue suppliers so that the long-term relationships provide lower prices. Festivals which include performers must consider how they influence to the image of the festival. Preston (2012, 151-152) writes that celebrity factor can help to differentiate the festival from others and that public classifies the event through the performers. The first-class performers draw media attention and associate the festival first-class as well. (Preston 2012, 151-152).

Festivals that provide high talented performers, and do not have many competitors, have the power to set the price to the buyer. Buyers only power is to be price sensitive in those cases. Festivals that have corporate partners and government as a sponsor hold mostly the power over new entries. Some festivals can be replaced with a substitute experience but to

avoid this from happening, the festival must create unique selling point to its own experience. (Allen, O'Toole, Harris & McDonnell 2008, 287-289).

2.8. Unique Selling Point

To be able to create a unique selling point it must be noted that events as service are many ways different from products. Some of these differences are that services are intangible and this way cannot be owned, and services must be experienced which reason service delivery and unique selling point affects to its consumption. The biggest difference however is that events may include parts that the target market may not have enough knowledge about which reason extra services like pre-concert talk must be offered. This leads back to the fact that customer needs and wants are essential to know because many times it takes away potential customers barriers to attend the event. Also must be remembered that even the annual events that been hold many years do not reach the same quality every year.

Now the marketing of events is examined and is time to look what the marketing planning includes. As a taste to the topic has Allen, O'Toole, Harris and McDonnell (2008, 278) written that an event marketing manager should analyse the needs of target market, underline the main elements of the event experience, evaluate how many people may attend, design unique selling point, estimate the value of the visitor, design marketing communications, promotions and evaluate can the event objectives be reached. To be able to do this all is important to understand how marketing planning of events is done.

3. PLANNING PROCESS

Marketing planning is a set of activities that needs to be done so that a marketing plan can be formed. (McDonald, 2007:30). Probably the most famous marketing planning process is from McDonald (2007, 49). His marketing planning process includes four phases. These phases are goal setting, situation review, strategy formulation, and resource allocation and monitoring. Figure 1 demonstrate this process. Inside these phases McDonald (2007, 49) includes ten steps. Goal setting phase includes formulation of mission statement and corporate objectives. Situation review phase includes analyses of marketing audit, market overview and SWOT. Strategy formulation phase includes assumptions, marketing objectives and strategies, and it estimate expected results and identify alternative plans and mixes. Resource allocation and monitoring phase includes budget and first year detailed implementation programme. (McDonald 2007, 49).

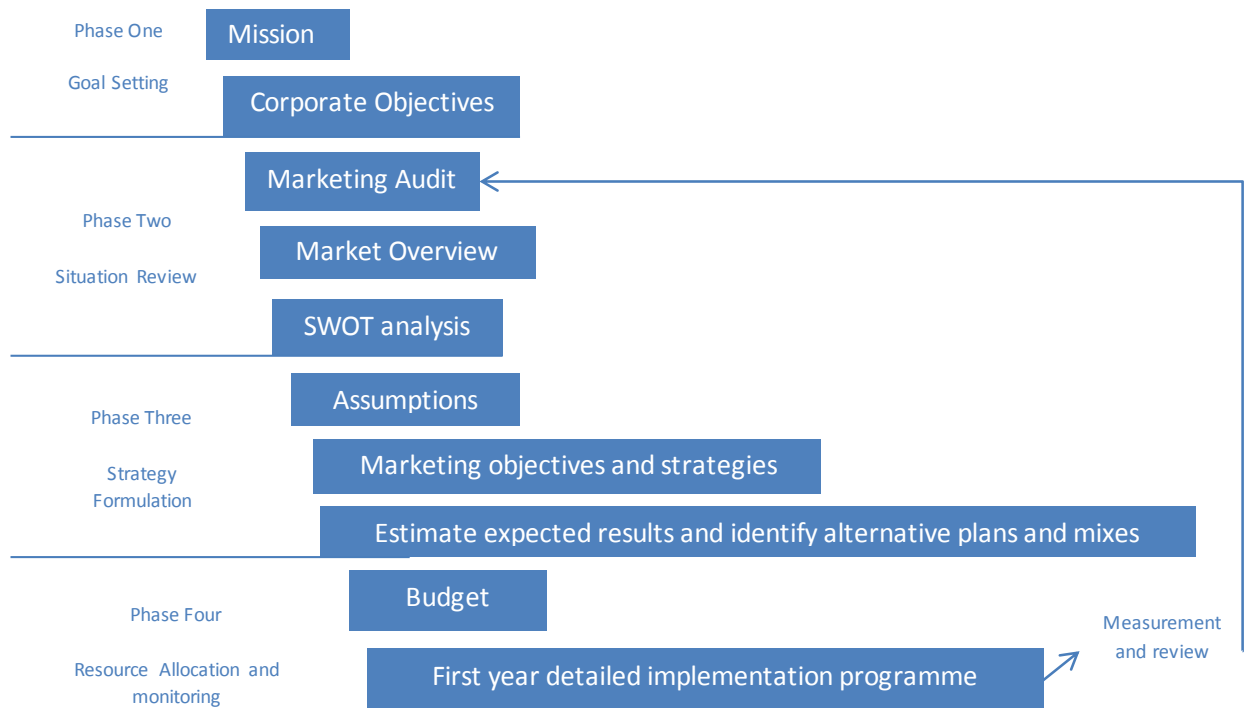


Figure 1 McDonald's Marketing Planning Model (McDonald 2007, 49)

McDonald's (2007, 49) model is designed for all marketing planning but it is not specifically concentrated to marketing planning of events, like Getz's (2005, 310) and Allen, O'Toole, Harris and McDonnell's (2008, 284) models are. That for is more reasonable to look at Getz's (2005,310) and Allen, O'Toole, Harris and McDonnell's (2008, 284) process model.

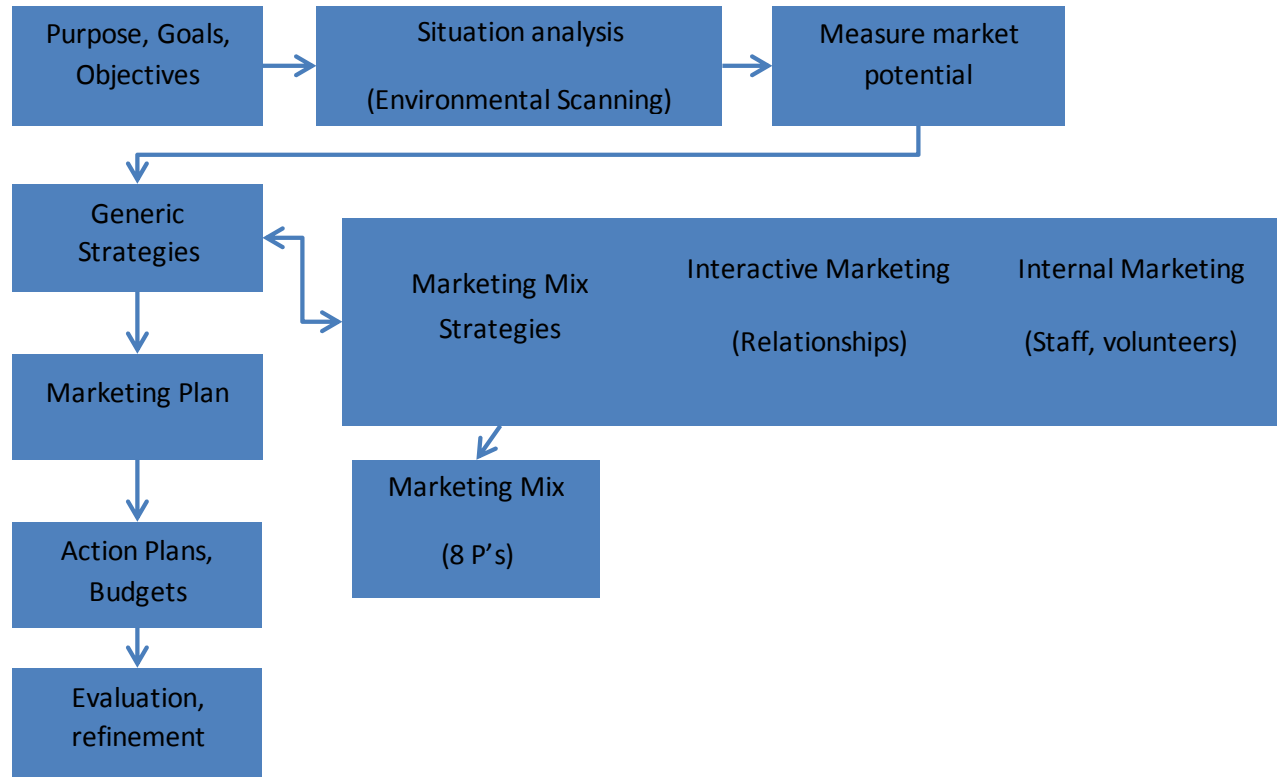


Figure 2 Getz's Marketing Planning Process (Getz 2005, 310)

Figure 2 above demonstrate Getz's (2005, 310) marketing planning process for marketing events. The first step of this marketing planning model is to set marketing goals. The second step is to make situation analysis from the market environment. The third step is to measure market potential. The fourth step is generic strategy planning, which reflects to marketing mix, internal marketing analysis and interactive marketing analysis. The fifth step is to make a marketing plan. The sixth step is to write an action plan and budget. The seventh and last step is to make an evaluation from the marketing plan that is outcome of the planning process. (Getz 2005, 310).

Allen, O'Toole, Harris and McDonnell's (2008, 284) process is pretty similar as Getz's (2005, 310) model but Allen, O'Toole, Harris and McDonnell's (2008, 284) marketing planning process has extra pressure on segmentation, targeting and positioning. Allen, O'Toole, Harris and McDonnell (2008, 283-284) writes that marketing planning process for events considers event mission and goals, internal and external situation analysis of the event, segmentation, targeting and position, marketing strategy, marketing mix, and plans effectiveness analysis.

In Allen, O'Toole, Harris and McDonnell's (2008, 299) opinion, the most important phases in marketing planning process are segmenting, targeting, positioning, setting measurable marketing objectives, and choosing marketing strategy and marketing mix. They write that market segment should be measurable (age, gender, status), substantial enough in size to be worth to target, accessible by normal marketing communication channels and actionable (event marketer has enough resources to target them). Positioning of the event is used to show consumers what the event offers them compared to others. The event can be positioned by these different ways: existing image, event programming, performers, location and facilities, event users, price or quality, purpose, and event category. (Allen, O'Toole, Harris & McDonnell 2008, 299-303).

Allen, O'Toole, Harris & McDonnell (2008, 304) write that marketing objectives should be clearly defined and measurable, increase market share of the festival, attract more participants and improve more consumer satisfaction. Event marketing objectives could be satisfaction of audience, revenue or number of visitors (Allen, O'Toole, Harris & McDonnell 2008, 278). Marketing strategies of events can be differentiation, focused target marketing, focused theme, market leadership, growth, integration, and diversification (Allen, O'Toole, Harris & McDonnell 2008, 304-306).

3.1. Marketing Plan

After collecting all the information by going through the process of marketing planning is time to write them down to a form of a marketing plan. Marketing plan helps to improve communication, increase consistency and marketing orientation in all levels of organization, it results into better coordination of marketing activities, increases systematic

thinking, and match opportunities better with available recourses. Typically a marketing plan is divided into four stages which are analysis, planning, implementation and control. The analysis tells where the company currently is, the planning describes where the company wants to be, the implementation tells how company is planning to get where they want to be, and control tells how will the company monitor and measure the process. (Zinkota & Ronkainen 2010, 20-21; Jobber 2010, 38-46).

Marketing plan is a summary from what is known from the markets and how to approach the markets (Kotler & Keller 2012, 330). The Plan contains mission statement, market analysis, marketing objectives, targeting, segmenting, positioning, marketing mix, budget, and elements of control. International Sibelius Festival's international marketing plan will follow the marketing plan structure from Allen, O'Toole, Harris and McDonnell (2008, 316) because it is simple, effective and found in many event studies books (Allen, O'Toole, Harris & McDonnell 2008, 316; Shone & Barry 2004, 153-155).

Table 2 Marketing Plan structure (Allen, O'Toole, Harris & McDonnell 2008, 316)

What is our event for?	Event mission
Analysis: Where are we now?	Event external environment Macro: political, economic, sociocultural, technological factors. Micro: competitors, customers
	Event internal environment Event competencies, resources and strategic capability
Planning: Where do we want to be?	Target markets, positioning, competitive strategy
	Marketing objectives
Implementation: How do we get there?	Action Plan -Product, people, partnership and packaging -Price -Place/physical setting and process -Promotion (marketing communications)

	Responsibilities, time scales, budgets, outcomes
Control: How do we spot what is going wrong?	Monitoring key performance and key result areas
	Modify plans

3.1.1. Analysis

The first phase of marketing plan in table 2 is analysis of external and internal environment. External environments of marketing an event include: political, economic, socio-cultural, technological, and entertainment. Political environment that influences on International Sibelius festival is that government is supporting the event and the International Sibelius Festival is also hold in city owned venue. Economic environment that influences on International Sibelius festival is the value of euro compared to other currencies because it can raise or lower the cost of foreign artists and that way influence on the ticket prices. Low value of euro compared to other currencies can lead to the fact that festival may attract more tourism. High level of euro, instead, may attract more foreign artists to perform in the festival because of a good salary.

Size and variety of socio-cultural environments affect marketing strategies. The tourists of International Sibelius Festival come from different countries which is the reason some of the products must standardize. Technological environment offers International Sibelius Festival challenges and opportunities. Opportunities are that the company website can work as a branding tool, recognition of sponsors is higher, transportation to event is available, and E-newsletter can be used more often for promotion. Challenge is to keep up with the newest trends in internet marketing and stand out from the massive amount of information online. (Allen, O'Toole, Harris & McDonnell, 2008:189-190).

3.1.2. Planning

The second phase of marketing plan in table 2 is planning phase. Planning stage considers who to target the event, how to position the event, which marketing strategy to use, and what marketing objectives to set. (Allen, O'Toole, Harris & McDonnell, 2008:278). Segmentations purpose is to classify groups of potential customers with similar needs and to produce them all standardized solution (Blythe 2009, 120). Targeting instead is about choosing who to offer the event. There are four types of segmentation which are; mass marketing, segmented marketing, niche marketing and micro marketers (Blythe, 2009:120).

Niche marketing focuses on small sub-groups with very carefully offered packages and it can create very close and unique relationship with a customer. It does not need a lot of resources, and because Lahti Symphony Orchestra has only two people in their marketing department which leads to a lack of time, niche marketing is used to target international audience of International Sibelius Festival.

Customers are often divided into segments by geographic, demographic, behaviour, and psychographic (Blythe 2009, 120-125). Classical music seems to have usually more narrow range of market segments than other music types. Study by Professor Adrian North examines music taste's connection to personality, and he has found that classical music listeners have high self-esteem, are creative, introvert and at ease writes Collingwood (2008) in website of Psych Central. That for International Sibelius Festival's brand communication should confirm the same type of features to attract the audience.

Uniqueness, segmentation and target markets forms positioning and that shows to the customer in which level the event is positioned compared to competition (Blythe 2009, 170-173). Blythe (2009, 170-173) writes that positioning must be clear, repeated, and the message should be simple and easy for customers to remember. Positioning is formed from existing reputation, leaders of the organization, performers, location, facilities, users, price, quality, purpose and product category (Allen, O'Toole, Harris & McDonnell 2008, 303).

Marketing strategies are market penetration (current market, old product), product development (current market, new product), market development (new market, old product), and diversification (new market, new product) (Allen, O'Toole, Harris &

McDonnell 2008, 305). Since International Sibelius Festival is an old product but wants to attract new people from abroad, it means that their wanted strategy is market development.

3.1.3. Implementation and Control

The third phase of marketing plan in table 2 is implementation. In this phase the marketing mix will be set, and budget and timing plan made. This phase covers the actual action plan. For this research it is more important to concentrate on the marketing mix and action plan because of the lack of certain information from budget.

The fourth and last phase in the table 2 is controlling the marketing plan. It considers how to measure the results of the marketing plan and how to monitor that the process goes as planned. Monitoring, measuring and evaluating marketing can be difficult in international markets because of the distance, language and culture barriers. In many occasions marketing performances are usually measured against to the standards of earlier year's success. Evaluation of the marketing plan is usually done directly comparing the achieved goals and objectives to the planned goals and objectives, which reason it is extremely important to follow the marketing plan. (Jobber 2010, 801-803).

There are two types of marketing control systems which are strategic and operational. (Jobber 2010, 802-803). Strategic control system is based on marketing audit and it examine if the marketing activities are correct. Marketing audit means identifying of problems and opportunities of marketing plan (Jobber 2010, 59). Operational control system is based on marketing metrics and it makes sure that the marketing investment is profitable (Jobber 2010, 803). Profitability of marketing activities is hard to calculate because the value of them may not occur straight after the marketing activity. Example brand awareness may take several years but it does not mean that the marketing efforts towards it are unprofitable. (Jobber 2010, 803-805).

For International Sibelius Festival, counting sales revenue is more accurate than counting return on investment. However sales increases must be compared to the profitability so that the possible discounts are not effecting to the profitability. Awareness of the marketing

campaign is useful but hard to measure, however without it there is no possibility to be able to predict the future influences of the marketing. (Jobber 2010, 804-805).

3.1.4. Comparison of Different Marketing Plan Models

Shone and Parry (2004, 155) use in their book *Successful event management* the marketing plan model from McDonald (1995) which means that their marketing plan approach starts from event objectives. Shone and Parry's (2004, 155) opinion marketing plan must cover six main elements which deals with the purpose of the event. These elements are; Mission statement and objectives, situation analysis, summary of events products or services, target market overview, budget, and schedule for marketing activities.

Very similar marketing plan structure than Allen, O'Toole, Harris and McDonnell (2008, 316) has comes from Czinkota and Ronkainen (2010, 20-21) and it includes four phases as well. These phases are analysis, planning, implementation and control mechanism. Each of them includes smaller steps which all together creates the marketing plan. Below, lists of each phases show the detailed structure of what marketing plan should include. This model from Czinkota and Ronkainen (2010, 20-21) is much more structured and limited model than other marketing plan models. This structure is not made specifically for marketing events which reason it is not important to fully apply in the marketing plan of Lahti Symphony Orchestra. However it still gives a good perception of what marketing plan includes.

Next is presented a list of marketing plan's phases by Czinkota and Ronkainen (2010, 20-21). The first phase is analysis and it includes; executive summary (Brief overview of the plan), Background info (mission, vision, values, financial situation and reason to produce the plan), Current market situation (EXTERNAL: demographic, economic, political, legal, environmental, social, cultural, technological, and INTERNAL: customers, product, service, promotion, distribution, competition, publics, ENVIRONMENT) and SWOT. The second phase is planning and it includes; goals and objectives (Defines plans financial and marketing goals in measurable way and links it to the organizations mission statement), Marketing strategy (Marketing approach, 4Ps, product, service, price, place/distribution,

promotion/marketing communication, segmentation, targeting, positioning, market research). Third phase is implementation and it includes; Action programs (specific marketing program), Projected budget (forecast, outcomes). Fourth phase is control and mechanism, and it includes; Indicates how the plan will be monitored, measured and evaluated. (Czinkota & Ronkainen 2010, 20-21).

3.1.5. International Marketing Plan Model

The marketing plan made during this research for Lahti Symphony Orchestra's International Sibelius Festival will be strictly for international audience only and for this reason it is needed to look at the small differences between national marketing plan structure and international marketing plan structure. According to Doole and Lowe (2008, 24-30) the international marketing planning includes eight steps which are stakeholder expectations, situation analysis, resources and capabilities, knowledge management, corporate objectives, marketing strategies, implementation of the marketing plan and control process. According to Doole and Lowe (2008, 30) the international marketing plan includes five stages which are: International Analysis, Company capability assessment, International mission statement, operational plans, and contingencies and controls.

First stage in Doole &Lowe's (2008, 30) marketing plan structure is International analysis which includes; world economy trend in the field, historical performance, forecast of future performance, and opportunities and threats. Second stage is company capability assessment which includes; company strengths and weaknesses. Third stage is international mission statement which includes; long-term objectives and strategies, short-term marketing objectives and strategies. Fourth stage is operational plan which includes; country by country detailed marketing plan, forecast, targets and how it is connected regional and international mission. Fifth is contingencies and controls which includes; critical factor for success, assessment of competitors' response and evaluation plan of the marketing plan. (Doole & Lowe 2008, 30).

As can be noticed the international marketing planning and plan is pretty much the same compared to national marketing planning and plan. However it can be noticed, in the list

above that international marketing focuses little more on stake holder satisfaction, control plan of unexpected happenings, organization's capabilities and marketing department's knowledge. Moreover, it excludes the national marketing side and focuses on the international goals of the company.

3.1.6. Event Marketing Mix

As mentioned earlier relationship management is important to marketing events. Fulfilling the customer needs and wants profitable is many times the goal of marketing. To fulfil the customers' needs and wants is marketing mix useful to make. Marketing mix is formed from controllable elements of event's marketing plan. These elements are presented with a starting letter P. Event studies researchers have different variations of marketing mix for events. Hoyle (2002, 12-21) uses 5 P's, Preston (2012, 72-85) uses 6 P's, Getz (2007, 280) uses 8 P's and Allen, O'Toole, Harris and McDonnell (2008, 306-307) uses 10 P's of event marketing mix. However they all agree on the central importance of Marketing Mix Ps to the event marketing planning.

Hoyle (2002, 12) believes that the event success depends on the marketing mix. Hoyle's (2002, 12-21) Five P's are; product, price, place, public relations and positioning. These five P's are presented on a Figure 3.

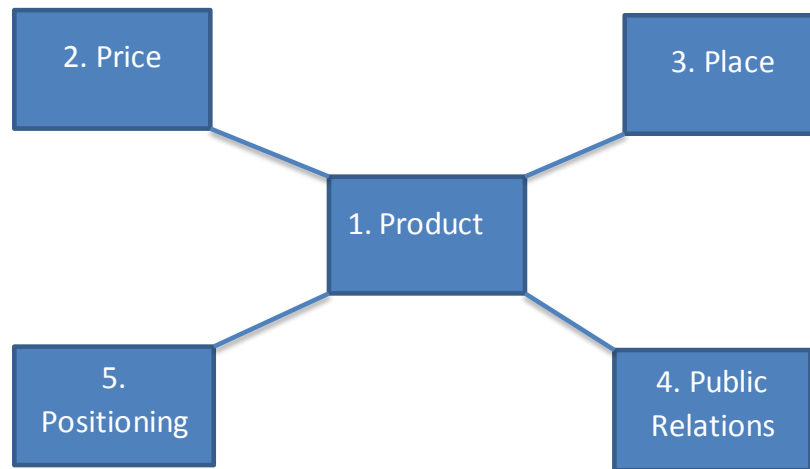


Figure 3 Hoyle's 5 P's of marketing mix (Hoyle 2002, 20)

Hoyle's figure of five P's shows that central to the success of event marketing is the product. Hoyle (2002, 20) supplement the figure 3 by saying that product must be defined first and then every other P is designed to attract the potential customer. Hoyle (2002, 12-21) writes that questions around product are; what is the history of the event, what the benefits of it are, and what makes it unique. Price answers questions like; what is the corporate financial philosophy, what does it cost to produce the event, and is the potential audience able to pay. Place instead deals with questions like; how place of the event influences to the attendance and how much it influence to the image of the event itself. Public relations consider questions of how others see the organisation or the event and how to make them talk about the event in good light. Positioning instead answers to a question of what market niche is the event trying to fill. (Hoyle 2002, 12-21).

Preston (2012, 72-85) includes six essential P's to his point of view of event marketing mix. These six P's are; product, price, place, promotion, people and process. As can be noticed this theory has the same first three P's as Hoyle's (2002, 12-21) five P's of event marketing. However Preston (2012, 72-85) has changed from Hoyle's (2002, 12-21) theory the public relations to promotion that includes; advertising, public relations, social networking, direct marketing, sales promotion, website design, viral marketing and experimental marketing. Preston (2012, 72-85) has not either included Hoyle's (2002, 12-

21) P for positioning at all but has exchange it to two other P's which are; process and people. Process considers customers experience from the event. Process starts from the information and booking of the event to the actual event happenings itself and ends to the critics written from the event. People refer to the workers that are in direct contact with the customers. These workers attitude and professionalism will influence to the customer loyalty and their opinion of the quality of an event. (Preston 2012, 72-85).

Getz (2007, 280) use Alastair Morrison's marketing mix of eight P's which are product, price, place, promotion, people, programming, package and partnership. (Getz 2005, 304-305). Getz (2007, 280) separates these eight P's into two categories which are experiential (product, place, programming and people) and facilitating (partnerships, promotions, packaging and price). From Preston's (2012, 72-85) six P's Getz (2005, 304-305) has changed process to programing and he has added to the list packaging and partnership.

Allen, O'Toole, Harris and McDonnell (2008, 306-307) use ten Marketing Mix P's which are; product experience, programming, packaging, place, physical setting, process, people, partnership, price, and integrated marketing communications. As it can be noticed ten P's include all of the eight P's of Morrison's expect P for promotion. Instead of promotion there is integrated marketing communications which includes more widely marketing elements. Allen, O'Toole, Harris and McDonnell (2008, 306-307) also has added back process from Preston's (2012, 72-85) six P's and added a new P for physical setting.

From all different theories of marketing mix Symphony Lahti Orchestra's marketing plan uses Morrison's eight P's from Getz's (2005, 304-305 & 2007, 280) books whit a small change. Promotion should be changed to communications in overall. Morrison's eight P's with this change is presented in table 3. This theory is also useful for event marketing because it has been divided into two categories which are experiential and facilitating. It is important to understand the experiential components because event studies pressures the importance of experience.

Table 3 The marketing mix for events (Source: Getz 2005, 305)

Experiential components	Facilitating components
Product -Mostly a service -Quality is essential	Partnerships -Joint marketing -Stakeholders in producing the event
Place -Location -Setting -Atmosphere -Destination features	Communications -Advertising -Public relations -Sales Promotion -Destination / event image
Programming -Elements of style -Quality	Packaging and distribution -Intermediaries -Sales
People -The “cast” -Audience -Host and guests	Price -Admission -Packages -Merchandise

4. INTERNATIONAL MARKETING PLAN OF INTERNATIONAL SIBELIUS FESTIVAL 2015

International Sibelius Festival has from its beginning been very successful. It has sold yearly around 3000 tickets from where around 300 tickets have been sold international visitors. This is however always been a small happening compared to the annual sales of Lahti Symphony Orchestra, which are from 50 000 to 60 000 tickets sold per year. Reason to provide the international marketing plan for International Sibelius Festival is the open opportunity to gain even more international publicity to the International Sibelius festival 2015 because it is a jubilee year of Sibelius and it includes two visiting orchestras all the way from London and Helsinki, which will draw attention from media. The Lahti Symphony Orchestra have not before done any international marketing which reason it is beneficial for the company to have clear view of its capabilities so that it can reach the highest point of efficiency also in international markets. This priming marketing plan was made because the marketing capacity of Lahti Symphony Orchestra is small, what for extra help was needed in the marketing department.

The international marketing plan of International Sibelius Festival 2015 is built based on the theory of marketing Events. This marketing plan does not contain final budget or marketing for festival's extra happening programs which runs during the festival week because those happenings have not been decided yet. That for the marketing plan is more of a suggestion of how to approach the international markets, even though the suggestion follows the marketing plan structure. International Marketing Plan of International Sibelius Festival 2015 is built to reach better awareness and to gain higher number of visitors from abroad. To reach better awareness in international markets the international marketing plan will promote the festival in product-related variables like Sibelius Societies, classical music magazines, classical music web sites, online festival listings, and social media. The festival will be linked with other national campaigns and partners to support the appearance of the festival. To gain higher number of visitors from abroad the plan will concentrate on relationship marketing with new contacts, especially on tour wholesaler Arts in Residence.

4.1. Analysis

Mission statement of International Sibelius Festival: 'The Lahti Symphony Orchestra aims to gather together Sibelius's friends from all over the world and to offer them a truly memorable weekend in the company of Sibelius's music.' (SinfoniaLahti, 2013).

Mission statement of the International Sibelius Festival's international marketing plan: Practise effective niche marketing, fulfil the marketing objectives and that way produce the international markets a memorable International Sibelius Festival 2015.

Vision of International Sibelius Festival: To be the most appreciated classical music festival in Finland.

Lahti Symphony Orchestra's values: quality concert experience, personal sound, new approach to the traditional, having internationally appealing image, record success, democracy, equality and communal goals.

External Environment Analysis

Political environment: Lahti Symphony Orchestra is city owned organization what for Symphony Lahti Orchestra's strategies must be based on Lahti city strategies. The Lahti Symphony Orchestra has enjoyed the support from Lahti city and has an advantage compared to other organizations that would like to arrange an event at the same time. For the jubilee year of Sibelius the Ministry of Education and Culture has given an extra budget for cultural happenings around Sibelius and that for also Symphony Lahti has been able to enjoy the extra investment to their annual International Sibelius Festival (Hs, 2013).

Economical environment: Lahti Symphony Orchestra's yearly budget is around 6 million euros. From that Lahti city's provides 50 percent, government provides 30 percent and rest comes from ticket- and other sales (Yle, 2013). Because of the economic support from the city it is possible for Lahti Symphony Orchestra to have lower ticket prices than in other cities around Finland. The economic slowdown has influenced to the traveling budget/decisions of people, but in 2012 there were 7600000 tourists visiting Finland even it was still considered as a recession time (Statistics Finland, 2013). In 2015, the economy of

the world should be more balanced than in the economic crises which started in 2008. This leads to the fact that in 2015 people has more money to consume than in earlier years.

Sociocultural environment: In 2012, accommodation establishments in Finland recorded 5.8 million overnight stays among foreign tourists (Visitfinland, 2013). Among these visitors 57% stayed overnight in Southern Finland, 24% stayed overnight in a lakeside city and the rest 19% stayed in Lapland. This shows the interest of the visitors towards Lahti city, which is located next to a lake in southern Finland. In 2012, Finland had 1.5 million Russian, 405,000 British, 198,000 American, and 176,000 Japanies overnight visitors. This proves that the foreign cultures have interest towards Finland and its culture. (Statistics Finland, 2013). Finland has been estimated many times to be one of the best countries according to the standard of living. Finland is one of the least corrupted countries in the world, and it has clean nature, and low crime number (Transparency International, 2013).

Technological environment: Technology has made logistics must easier. Location of Lahti is ideal from its outstanding transportation connections. Internet possibilities are used in every step of the marketing process and it offers multiple opportunities but the challenge is to stand out from the amount of information consumers can find. Maturity Sibelius Society members have an e-mail from where they keep connected to the organization which reason it is easy to market them through e-mail. This amount of connections and data from the target market is valuable and not available without technology. Finland has a high level of technology as well as the countries Lahti Symphony Orchestra has decided to target. Some of the targeted club members may be over 60 year's olds which means that all the newest social media channels are not necessarily helpful when reaching for them.

Lahti city hotels that reach the level of high quality are: Solo Sokos Hotel Lahden Seurahuone (147 rooms), Hotel Cumulus Lahti (171 rooms), and Scandic Lahti (138 rooms). (Sokos Hotel, 2013; Hotel Cumulus, 2013; Scandic Hotels, 2013). At September the temperture in Lahti is normally around 15 to 20 Celsius. The nature in Lahti is beautiful and the ideal location of the venue (Sibelius Hall) is near of the hotels. Sibelius Hall has all the needed equipment to the festival, and because the festival has been arranged there every year the Sibelius Hall is prepared to it very well and the co-operation is smooth.

Competitors: International Sibelius Festival 2015's competitors are all the other leisure activities near by the festival week. When targeting a festival internationally the amount of competitors is huge because the quality of free time is highlighted in nowadays societies and it has increased the selection of leisure activities for seniors. This reason the festival must be marketed carefully to a groups that has a huge interest towards the theme. Other competitors would be all the other Sibelius activities in the year 2015 around the world. At the moment only announced Sibelius activities are; XI International Jean Sibelius Violin Competition in Helsinki (November 22 – December 3, 2015), The VI International Jean Sibelius Conference in Hämeenlinna (December 4 – 8, 2015), Sibelius & Korpo Music Festival in the archipelago (July 2015), and The III International Sibelius Singing Competition in Järvenpää (April 19 – 25, 2015). (Sibelius150, 2013). However International Sibelius Festival has an additional commercial advantage over all of these by providing a festival concentrated on leisure time and by offering larger selection of performers and performances.

XI International Jean Sibelius Violin competition and International Sibelius Singing competition are targeted for youngsters, and that for is not seen as a threat to the International Sibelius Festival 2015. The VI International Jean Sibelius Conference and The Sibelius & Korpo Music Festival may work as a competition as they offer very specific leisure time activity concentrated to the same subject as International Sibelius Festival 2015. However they work as in much smaller scale than the International Sibelius Festival 2015. In addition to these competitors there may be some other upcoming festivals in world that interest the targeted markets as much as Sibelius.

Customers: Loyal customers are the key for Lahti Symphony Orchestra's operations and that fore they work well as mouth to mouth marketers. Author of the thesis did research and found out that the International Sibelius festival's national customers are 45-85 year old, mostly female, well educated, and likes classical music. The international customers of International Sibelius Festival 2015 are expected to be Sibelius fanatics, 50-85 year olds, well-educated and love classical music. These international customers are expected to follow the classical music world by reading classical music magazines, belonging to a classical music group and by going to concerts.

Internal environment analysis

Product: Product is a concert experience, intangible, and high-quality. International Sibelius Festival 2015 will present Sibelius' all seven symphonies, Kullervo, Violin concertto, Lemminkäinen and many tone poems of Sibelius. Helsinki Symphony Orchestra and BBC Symphony Orchestra from London will be performing in the festival too. In 2015 the festival will also have five different conductors. The performers are very talented and appreciated orchestras. The art pieces performed is cultural treasures from Finland that increases the value of the whole festival.

Service: General services are available in Finnish and in English. For specific need Swedish and Russian are provided. Tickets can be booked through outsourced ticket sale service, online, or straight from the Marketing and Sales department through phone or email. Also the info desk is open one and half hour before the concert and in the interval. Two music shops and a cd shop are open before and during the interval, where customers can find the festival book for an extra cost or purchase products related to Sibelius. Some of the concerts have a pre-concert talk that provides extra information from the piece to the audience.

Internal marketing skills and knowledge: Marketing department is expert of national marketing and has valuable connections to classical music world. Marketing department has created a stable and recognized brand with many loyal customers. Personnel speak English and Finnish. Also Russian and Swedish can be provided when needed.

Industry trends: Social media marketing has grown in event marketing and even the audience of classical music marketing does not necessary follow the newest internet technology, it is necessary for the industry to keep social networks supporting their appearance so that the generation customers are also aware of the brand. However ClassicLive, the Lahti Symphony Orchestra's own online viewing service, will be used to give the audience and others interested a second-hand experience from the concerts.

Historical performance:

Table 4 Historical performance of The International Sibelius Festival

Year	2013	2012	2011	2010	2009
Tickets sold	2694	2859	3684	3409	3441
Percent of international visitors	10 %	10 %	10%	10%	10%
Tickets sold to international visitors	270	286	369	341	344

SWOT:

Strength: successful history of recording music of Sibelius, valued orchestras performing, only festival in a world that concentrates only to the music of Sibelius, Lahti Symphony Orchestra has valuable partners (BIS-recording company, Symphonically Together-team, and Sibelius Hall) and connections which supports the festival and its marketing, strong brand image in national markets, tourist friendly location and good programs. Strength of International Sibelius Festival 2015 is also the visiting orchestras from London and Helsinki.

Weaknesses: small marketing force, low budget for international marketing and no existing international market research.

Opportunities: to expand marketing abroad, extra media attention from the Sibelius jubilee year, better use of national and foreign travel agencies, free classical music online listings, and promote the event inside the Sibelius Societies.

Threats: Upcoming events that are not published yet, strikes of air-related logistics, and that people are scared that they won't understand the value of the music pieces.

4.2. Goals and Objectives

Earlier years International Sibelius Festival has sold around 300 tickets to international visitors. The event has offered 4 concerts which means that is all international visitors has bought 4 tickets, there were 75 international visitors in the event. ($300/4=75$).

Financial goal: Financial goal is to be as profitable as possible in international markets without using huge amounts of money on international marketing.

Marketing goal: International marketing goal is to create strong and unique image around International Sibelius Festival for the international target markets. Other marketing goals are; to interest press from the international classical music world, and to reach 150 foreigner people to visit International Sibelius Festival. One of the goals is to double international ticket sales, which means that around 600 tickets should be sold to the international visitors. (300 average of sold tickets x 2 doubling goal = 600 tickets to be sold in International Sibelius Festival). This means that 150 people should buy 4 tickets per each visitor. ($150 \text{ people} \times 4 \text{ tickets} = 600 \text{ tickets sold}$). One of the marketing goals is also to improve the image of Lahti city.

Objectives: First objective is to reach attention of 400 Sibelius Society members and to get 60 of them to participate on International Sibelius Festival 2015. Second objective is to reach attention of 200 people through Art's in Residence, classical music tour agency, and get 50 people of them to participate on International Sibelius Festival 2015. Third objective is to reach attention of 500 individuals from abroad and get 40 of them to come to the International Sibelius Festival.

Volume objectives: To get 150 tourists to visit International Sibelius Festival 2015.

Awareness objectives: Promote the Lahti Symphony Orchestra and International Sibelius Festival so that it will be recognized by Sibelius Societies around the world. Reach attention from 1000 people who's interested from classical music. Raise awareness of music of Jean Sibelius internationally.

Satisfaction objectives: The festival is expected to make international customers to spread awareness by word of mouth from the festival afterwards so their satisfaction should also

be very high them to do that. The festival markets itself as a unique, quality concert experience, and that is what it should offer.

4.3. Segmentation, Targeting and Positioning

Segmentation: Approach is concentrated marketing, in other words niche marketing. The product is for people who are behaviourally interested from the music of Jean Sibelius, heavy user of classical music and new to the Lahti city Orchestra or have heard of them but not visited their concerts. The product is for people who are geographically from the United Kingdom, Japan, German or United States of America. The product is for people who are demographically fifty years to eighty-five years old, own a good education, their children has left from home already, and have two or one people in their decision making unit. The product is for people who are by their psychographic segmentation living peaceful lifestyle but are active around classical music. By personal characters customers are sophisticated but down to earth.

Targeting: Approach is niche marketing so there are two groups targeted with similar needs. These two groups are the members of Sibelius Societies, and the people looking for concert experiences through Arts in Residence. To make time and control of the sales effective these both are offered the same special group price ticket deal. Third target group differs a little because they won't be offered a special group deal. Third group is the individual travellers whom are offered the same deals as for the national customers.

Position: High-quality festival but affordable and very unique. To be the best event arranged about Jean Sibelius in the year 2015. International Sibelius Festival highly connected to the logo of Lahti Symphony Orchestra and to their fame.

4.4. Expectations

International marketing efforts are very limited because of a small amount of personnel in marketing department. Average reached amount of tickets sold to international participants

has been ten percent between the years 2008-2013. The annual four day event sells around 3000 tickets every year. This means that 300 tickets of the 3000 tickets were sold to the international audience in average. International Sibelius Festival 2015 is special because it is three days longer than before and it includes seven different conductors and three different orchestras. The Orchestras performing in the festival are Lahti Symphony Orchestra, Helsinki Symphony Orchestra, and BBC Symphony orchestra from London. International Sibelius Festival 2015 is expected to sell around 6000 tickets which mean that 600 tickets sold internationally would cover ten per cent average. This means that 150 people would buy 4 tickets per each person. This plan expects to double the international sales and it expects to attract 150 international visitors to the International Sibelius Festival 2015. It is however expected that some of the visitors may want to buy tickets to all 7 concerts which reason 2 different types of package deals should be formed. One package includes 7 concerts with free cloakroom, where one of the concert tickets comes free and the other deal includes 4 concerts with free cloakroom.

4.5. Marketing Strategy

Marketing strategy's goal is market development in international markets which is done by niche marketing as the product is very unique and resources of marketing department are limited. The Strategic plan is to target product related variables like Sibelius Societies and Arts in Residence classical music tour seller. These groups are won over with a unique opportunity and a special price. The marketing material and every contact with these groups should pressure the uniqueness, quality, price, and feeling of togetherness.

International Sibelius Festival's potential international audience is a specific group of people whom love music of Jean Sibelius and are willing to pay travelling costs to be able to attend to a festival where only music of Jean Sibelius is performed. Main international target markets are Sibelius Societies of United Kingdom, Japan, German and United States of America because some other Sibelius Societies are grand giving organizations and do not include members. These four Sibelius Societies are private associations that aim to keep the musical heritage of Sibelius alive. Head of the Sibelius Societies send newsletters to their members that include articles, record reviews, concert programs and other events

around Sibelius. Members of Sibelius societies have yearly meetings and all Sibelius societies around the world keep close connection to one in other. Sibelius society in United Kingdom has around 150 members. Sibelius society in Japan has around 100 members. Sibelius Society in Germany has around 100 members. Sibelius Society in United States of America has around 100 members. International Sibelius Festival 2015 will be marketed strongly to these members and expectations are that each of these societies mentioned will arrange a trip of 10-20 people to the festival. To be able to target these groups effectively it is important to be in close connections to the head of the organizations and provide them a full information packages and discounts.

‘Arts in Residence is a group of individuals dedicated to the promotion and enjoyment of the Arts who have combined their skills to present a number of high quality music courses in carefully selected venues in the UK and abroad’ (Arts in residence, 2013). Head of the Arts in Residence is Terry Barfoot who has considered of making a group trip to International Sibelius Festival before but has not done that yet. Jubilee year of 2015 would be a great opportunity to add more value to his decision of arranging this trip. Terry Barfoot is a big name in music industry in The United Kingdom. He writes for magazines like Classical Music, Opera Now, BBC Music Magazine and MusicWeb International, and for seven years he was editor of the Classical Music Repertoire Guide. Terry Barfoot has published two books, worked with famous musicians, wrote program notes for highly valued orchestras and festivals and he has done several lectures about classical music. (Musicweb-international, 2013). Terry Barfoot would be a tremendous contact to Lahti Symphony Orchestra and he would most likely be able to bring group of 50 people to the International Sibelius Festival. 50 people group whom would buy 7 concert tickets would mean already sale of 350 tickets, which is almost half of the expected international ticket sales.

Magazine marketing can be very expensive which reason Lahti Symphony Orchestra’s marketing department should only send press releases for top international music magazines like; BBC classical music magazine, Gramophone, The Stard, Classical Voice, FanFaire, Limelight magazine, Pipers, and ask them to write an article about the International Sibelius Festival 2015 without a fee. The Lahti Symphony Orchestra could also offer these magazines a deal where Lahti Symphony Orchestra will provide these

magazines an advertisement space from International Sibelius Festival 2015's festival book, and as a favour back those magazines would provide Lahti Symphony Orchestra an advertisement space to these magazines whom excepts the offer.

The same approach can be used with websites like www.classical-music.com (The United Kingdom), www.classicalsource.com (The United Kingdom), classicalmusicasia.com (Asian region), www.classicajapan.com (Japan), and blogs like; theclassicalreviewer.blogspot.co.uk (The United Kingdom), www.therestisnoise.com (The United States of America).

The International Sibelius Festival 2015 could be added to internet's classical concert listings like; www.bachtrack.com, and www.classical.net. Expectations for these activities are to raise awareness for individual buyers and support the marketing campaign of Sibelius Societies and Arts in Residence. These activities are used to attract and interest the target market so that the buying decision is done.

It is important to use national connections to build brand awareness so that when the international consumer is searching information they find the festival from all the tourism sides which makes the consumer more secure of the product and its quality. For this reason Lahti Symphony Orchestra's national partnerships benefits Sibelius Festival on the international marketing process. These beneficial partners are websites like; www.lahti.fi, www.sibeliusstalo.fi, www.finnguide.fi, www.festivals.fi, www.sibelius150.fi, www.sib.fi, www.siba.fi, www.visitfinland.com, and www.lahtiregion.fi. Other partners that should ask to help spread a word of mouth are; Helsinki Philharmonic Orchestra, London BBC Orchestra, and Sibelius Society of Finland (both: Järvenpää and Hämeenlinna).

4.6. 8 P's of Marketing Communication

Product: The product offered for Sibelius Societies and Arts in Residence group is a 7 day concert ticket package to a high-quality concert experience where one of the tickets and cloakroom payments for the whole week is free. In addition, for one hotel in Lahti, the prices will be negotiated to be lower for the visitors of International Sibelius Festival 2015. The package and the marketing of it pressure the high cultural experience and feeling of

specialness and togetherness by using describing marketing texts, special price, and quality pictures in newsletters.

Some of the visitors may want to buy tickets to all 7 concerts and some for viewer amount of concerts which reason 2 different types of package deals is formed. One package includes 7 concerts with free cloakroom, where one of the concert tickets comes free and the other deal includes 4 concerts with free cloakroom. Ticket prices to the festival have not been decided yet but they will probably be around 60 euros. This means that the 7 tickets deal costs 6 times 60 euros (360 euros) and 4 tickets deal costs 4 times 60 euros (240). These prices are not expensive in a normal classical music price scale (Räty, 2013).

Place: Concert hall will be the famous world class ‘Sibelius Hall’ in Lahti, Finland. Sibelius Hall is helpful when promoting the quality and uniqueness of the event. It will be mentioned and pressured in every marketing action.

Programming: Programming is not ready yet so it will not be concluded at this stage.

People: Everyone connected arranging of International Sibelius Festival 2015 should be engaged to it and provide positive image by their skilfulness, helpfulness and a word of mouth.

Partnership: Partners of Lahti Symphony Orchestra should be thanked, promoted and offered special prices. These partners are; all the national cultural partnerships like Symphonically Together-team, Helsinki Symphony Orchestra, BBC London Symphony Orchestra, Sibelius Societies, BIS record company, and Arts in Residence travel agency.

Packaging: Ticket packages will be offered and all group leaders will be connected with hotels, restaurants, transportation and attractions.

Price: Special sales price offered to the groups that order tickets to all of the concerts.

Communication: As a communication channels the international marketing plan uses distributors like head of the Sibelius Societies and travel agencies. These communication channels strengthen the quality image of the International Sibelius Festival. Also classical music websites and magazines are considered as a communication channels for spreading awareness of the existing festival.

Action plan and timing

Table 5 Priming action Plan for International Sibelius Festival 2015

Year	Month	Action	Budget
2014	January	Press release to Sibelius Societies, Arts in Residence, and music magazines	Around 10 euros per hour, with a readymade press release, 2 hours used, makes around 20 euros
2014	February	Suggestion of co-operation for making a deal to the members of Sibelius Society and Arts in Residence	10 euros x 5 hours, makes around 50 euros
2014	March	Invitation to the leaders of Sibelius Societies and to the head of the Arts in Residence to join International Sibelius Festival 2014 for special price	10 euros x 5 hours, makes around 50 euros
2014	April	Suggestion of an advertisement deal to the magazines	10 euros x 4 hours, makes 40 euros
2014	May	Making sure Sibelius Festival is in all possible free online listings	10 euros x 2 hours, makes 20 euros
2014	Jun / July		
2014	August	Sending the International Sibelius Festival 2014 Procedures to the Sibelius Societies and Arts in Residence	Printing costs 100 euros from 4 procedures for 5 people. (Includes Sibelius Festival Book 2014).
2014	September	Meeting in the International Sibelius Festival 2014	One ticket free for the heads of the societies (5people x1 ticket) (tickets price 50 euros) 250 euros
2014	October	Thank you from coming note + reminding that the concerts can be seen from Classic Live, free online service.	10 euro x 3 hours, makes 30 euros
2014	November	Questionnaire of how many has announced to participate to the festival in 2015 + sending all the contact details of hotels,	10 euros x 8 hours, makes 80 euros.

		restaurants and attractions.	
2014	December	Christmas greetings	10 euros x 1 hour, makes 10 euros
2015	January		
2015	February	Sending more information from the festival happenings and asking the number of participants to the festival in 2015	10 euros x 2 hours, makes 20 euros
2015	March	Magazine advertisements	Outsourced adds, 200 euros, sending 10euros x 2 hours, makes 220 euros
2015	April		
2015	May		
2015	Jun / Jul	Final amount of participants from the Sibelius Societies and Arts in Residence, and sending more Festival information	10 euros x 5 hours, makes 50 euros
2015	August	Welcoming notes	10 euros x 2 hours, makes 20 euros
2015	September	Festival, tickets, help	
Total form both years			770 euros + discounts, free procedures and many other unknown costs.

4.7. Forecast

This international marketing plan will support the city strategies and the national marketing plan of International Sibelius Festival. Marketing techniques of this plan will pressure the majestic opportunity to experience something unforgettable from the classical music world. Target market is very concentrated and that reason expected to provide more profit from the marketing investment. Demand forecast is 100 people who buy 7 tickets per each person. It is also expected that the international marketing plan provides 50 individual buyers from abroad or from those tourist who are visiting Finland and not specifically the festival.

4.8. Control

Spread awareness of International Sibelius Festival 2015 will be measured by the amount of visitors in the website of Lahti Symphony Orchestra, and through amount of international articles from International Sibelius Festival 2015. These numbers will be compared to the numbers from earlier years. Control of marketing actions towards Sibelius Societies and Arts in Residence will be kept by keeping close contact with the head of the organizations. The response rate towards the e-mail marketing through Sibelius Societies will be measured by the percentages of how many has opened the newsletter and how many has response to it. New international customer gain will be measured by a number of international visitors and by a questionnaire. Questionnaire will be given to the leaders of the groups and the questionnaire will measure the satisfaction towards the festival. The Lahti Symphony Orchestra's marketing department is so small that the marketing activities are easy to control. At the end the return on investment will be count, and that way the real profit measured.

5. CONCLUSIONS

5.1. Summary of main findings

During the research it became clear that the marketing is big part of what makes an event successful. Lahti Symphony Orchestra should put an extra effort on marketing International Sibelius Festivals as festivals differ from everyday business actions. Event marketing should be mutually beneficial to the stakeholders, customers and the company itself so that the meaning of an event appear every very on their actions, which helps on the marketing of the event. Lahti city sponsors Lahti Symphony Orchestra which reason it is important that International Sibelius Festival brings the city tourism, economical support and good image. International Sibelius Festivals purpose is to offer cultural entertainment and celebrate the heritage of Jean Sibelius. Key to festival marketing is customer experience, stakeholder and customer relationships, uniqueness, and actual purpose of the festival. Segmenting and targeting of right markets is extremely important when considering a cultural product like classical music. People attend to the festivals looking for unique shared experience that makes them feel part of a group. Uniqueness and feeling of togetherness should be highlighted in the marketing campaign of International Sibelius Festival. Event marketing for tourist should strive for uniqueness through theming the event with special theme that can be found only from that certain event. Events with a special unique theme should use niche marketing because not everyone is interested from it and mass marketing would become very expensive. Niche marketing is done most effectively through wholesalers and product-related variables. Long stay and group discount must be also considered so that a special price should be offered for tourists. A social media campaigning is a good boost for foreign international marketing but unfortunately it does not have a big effect if it is not done actively in regular basis.

5.2. Usefulness of the Research for the Commissioner

This research has provided valuable suggestions to Lahti Symphony Orchestra's marketing department of how they could approach international marketing of International Sibelius Festival 2015. It has offered summarized knowledge from event marketing and showed how it applies to the International Sibelius Festival 2015. Hopefully it also increases the mutual understanding of all the departments of Lahti Symphony Orchestra.

5.3. Self-evaluation and suggestions for the Future Research and Development

The objective of this research was to find efficient way of festival marketing based on marketing of events theories for International Sibelius Festival 2015's international markets. The author thinks that the key techniques were found and a realistic plan was formed for the time lacking marketing department. The information on the research is accurate and well chosen. If the author would have had more time to produce the plan she would have wanted to add case studies and benchmarking to the research.

One of the limitations of this research was missing international market information, for which reason future research should examine the international classical music customers and more specifically in the area of international classical music festivals' customers. An important development to this research is more specific research from relationship marketing in the classical music business. Also research from international awareness of Jean Sibelius in classical music societies would be interesting addition to this research area.

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